



MINUTES OF THE BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES, STATE OF CALIFORNIA

Joanne Sturges, Executive Officer  
Clerk of the Board of Supervisors  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

All Department/District Heads

At its meeting held April 25, 1995, the Board took the following action:

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The following item was called up for consideration:

Supervisor Antonovich's recommendation to instruct the Director of Health Services to immediately implement the audit recommendations for corrective action regarding allegations of mismanagement at High Desert Hospital and to submit weekly reports to the Board on the situation.

Supervisor Antonovich made the following statement:

"Numerous allegations of misconduct by managers and other employees at High Desert Hospital have come to my attention. An investigative report by the Director of Health Services makes clear that most of these allegations can not be substantiated. Nevertheless, many of the allegations of misconduct were verified and, in other cases, while no misconduct was proved to have occurred, the employees involved exercised poor judgement.

"Employees at all levels of County government hold a public trust and should be held to a high and uniform standard of accountability. I am troubled that the problems identified in Mr. Gates' report have persisted for so long and that, to date, very little has been done to correct these problems. I am also troubled that such corrective actions as have been taken do not measure up to the severity of the offense. Every good employee works twice as hard to make up for the damage done by a poor employee. Improved accountability will lead to better public service and lift this extra burden from our many good employees."

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Syn. 63 (Continued)

Therefore, on motion of Supervisor Antonovich, seconded by Supervisor Burke, unanimously carried (Supervisor Molina being absent), the Board took the following actions:

- a. Instructed the Director of Health Services to immediately implement the audit recommendations for corrective action regarding allegations of mismanagement at High Desert Hospital; and to submit weekly reports to the Board on the situation;
- b. Adopted the policy that each Department Head shall:
  - Hold his or her employees accountable for their actions;
  - Act affirmatively to prevent performance problems and document those problems when they occur; and
  - Take immediate and effective disciplinary action that is commensurate with the offense, as opposed to defensive action that is believed to be comfortably sustainable through the appeals process; and
- c. Instructed the Chief Administrative Officer, in concert with the Director of Personnel, to review the disciplinary practices of Departments and to recommend areas for improvement, including modification of the Civil Service Rules, if necessary.

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